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What Matters to Staff: Sharing learning & impact from hospital wellbeing programmes in London & Reykjavik

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Introductions



Hi, I'm Karen. What matters to me at work is supporting teams to improve their staff and patient experience by asking, listening and doing what matters. I work at the Royal Free London and I'm a physiotherapist by background



Hi, I'm Marta. My passion at work is to inspire people to find joy and fulfillment at work. I like to really listen what people are saying and help them improve. I work at Landspítali Iceland and my background is in nursing



Hi, I'm Rebecca and I'm the Director of Nursing at the Royal Free Hospital. I'm the Executive Lead and Responsible Officer of the What Matters Programmes and I'm committed to empowering leaders and listening to staff through this programme.



I'm Jane, I have recently left a clinical career working in Occupational Therapy to help run a staff wellbeing programme at the Royal Free London. I have discovered a passion for supporting our wonderful NHS staff and am committed to doing what I can to contribute to their wellbeing at work.

Disclosure: We have no conflicts of interest to disclose with regards to this presentation

Overview of the session

Intros

How it all began

The steps we follow

Videos

Data

Facilitated session (mini step 6)

Exec Story

Feedback

2 min Introductions

Introduce
yourself to
one person

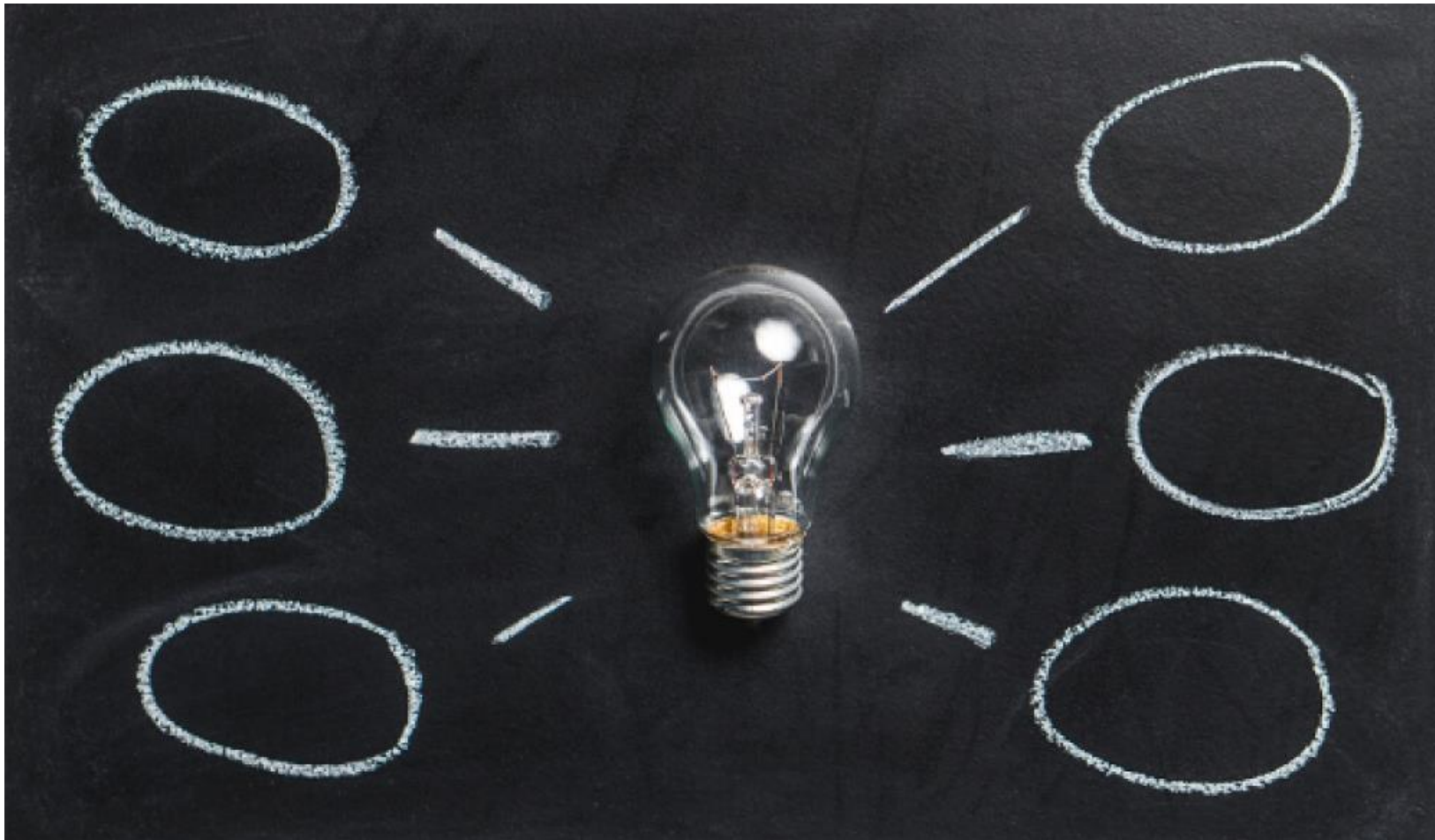
What
matters to
you at work?



How it all began

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Hugmyndir koma til manns, þær fjúka niður Laugavegin



How it started

IHI Framework for Improving Joy in Work



AN IHI RESOURCE

30 University Road, Cambridge, MA 02142 • ihi.org

How to Cite This Paper: Perlo J, Balik B, Swensen S, Kohnert A, Landman J, Feeley D. IHI Framework for Improving Joy in Work. IHI White Paper. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2017. Available at <http://www.ihi.org/resources/Pages/IHIWhitePapers/Framework-Improving-Joy-in-Work.aspx>

4. Use improvement science to test approaches to improving joy in work in your organization

3. Commit to a systems approach to making joy in work a shared responsibility at all levels of the organization

2. Identify unique impediments to joy in work in the local context

1. Ask staff, "What matters to you?"

Source: Perlo J, Balik B, Swensen S, Feeley D. *IHI Framework for Improving Joy in Work*. IHI White Paper. Cambridge, MA: Institute for Healthcare Improvement; 2017. <http://www.ihi.org/resources/Pages/IHIWhitePapers/Framework-Improving-Joy-in-Work.aspx>

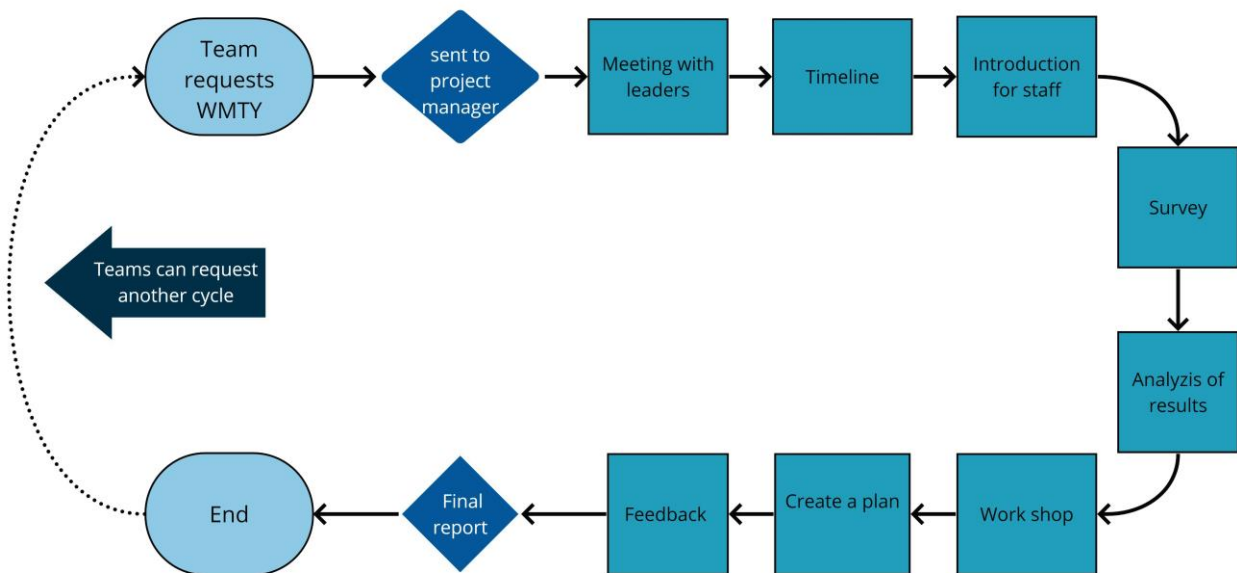


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Our 2 WMTStaff Programmes

Landspítali



Royal Free Hospital





Steps we follow

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Step 1. Enrolment in the Programme



Start where there is enthusiasm



Ground up



Not just for struggling teams



Make signing up easy!

Step 2. Programme Planning Meeting

with local team leaders

- Commitment to the whole programme
- Open to feedback from their teams
- Timescales for remaining steps
- Roles and responsibilities
- Improvement focused

Step 3. Survey



Qualitative and quantitative questions



Anonymous quick and easy to complete



Linked to hospital priorities



Provided to the teams



Launched in meetings



Minimum response before survey closed

Step 4. Creation of Team Report

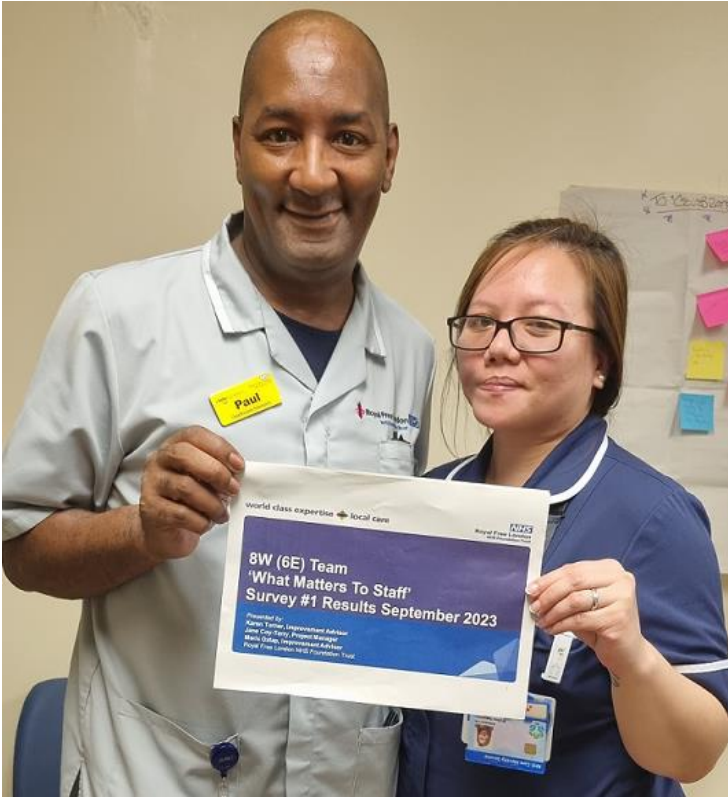
Prepare detailed report

Qualitative and quantitative data

Key themes for improvement

Includes positive feedback to celebrate

Leaders have all comments, staff see themes only



Step 5. Leadership Meeting (RFH Only)

Meet with
the
leadership
team

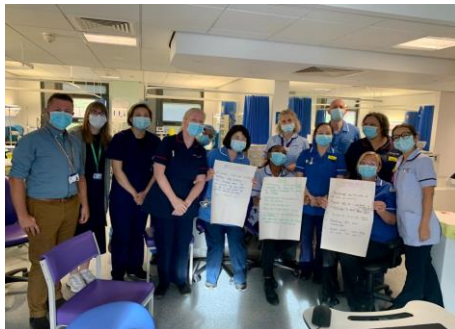
Full survey
report is
shared

Discuss key
themes and
potential
actions

Prepare for
the whole
team
workshop

Important leaders feel included, safe and supported in the session

Some of our teams...



Step 7. Creation of Improvement Plan

Leaders supported to create their individual plans

Insights from the survey report & workshop used

Plans are shared with whole team

Senior leads are included in plans

Plans reported into divisional governance meetings (RFH)

Step 8. Test and Implement Changes

Leaders work on prioritised areas

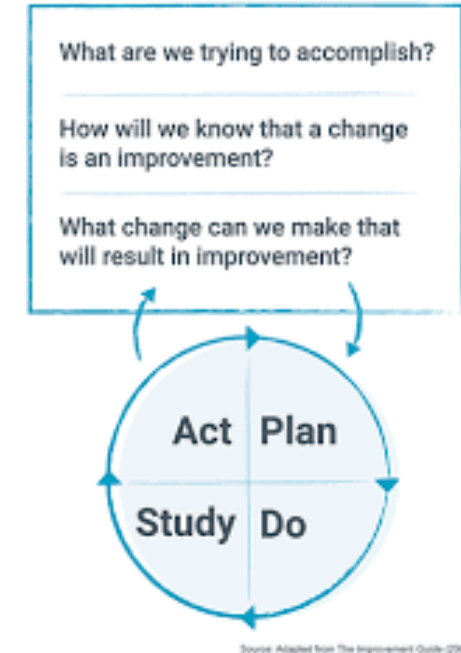
Straightforward change ideas implemented

More complex change ideas tested / require additional support

Some issues escalated

Signposting as appropriate

3 month check-in





The department of psychiatry treatment for psychotic disorders have a workshop day.

ÞAÐ SEM SKIPTIR MÁLI - MEÐFERÐARGEÐDEILD
GEÐROFSSJÚKDÓMA MEÐ VINNUÐAG



Video from Iceland

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Data

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How have we measured?

Annual staff
survey
completion

Annual staff
survey
results

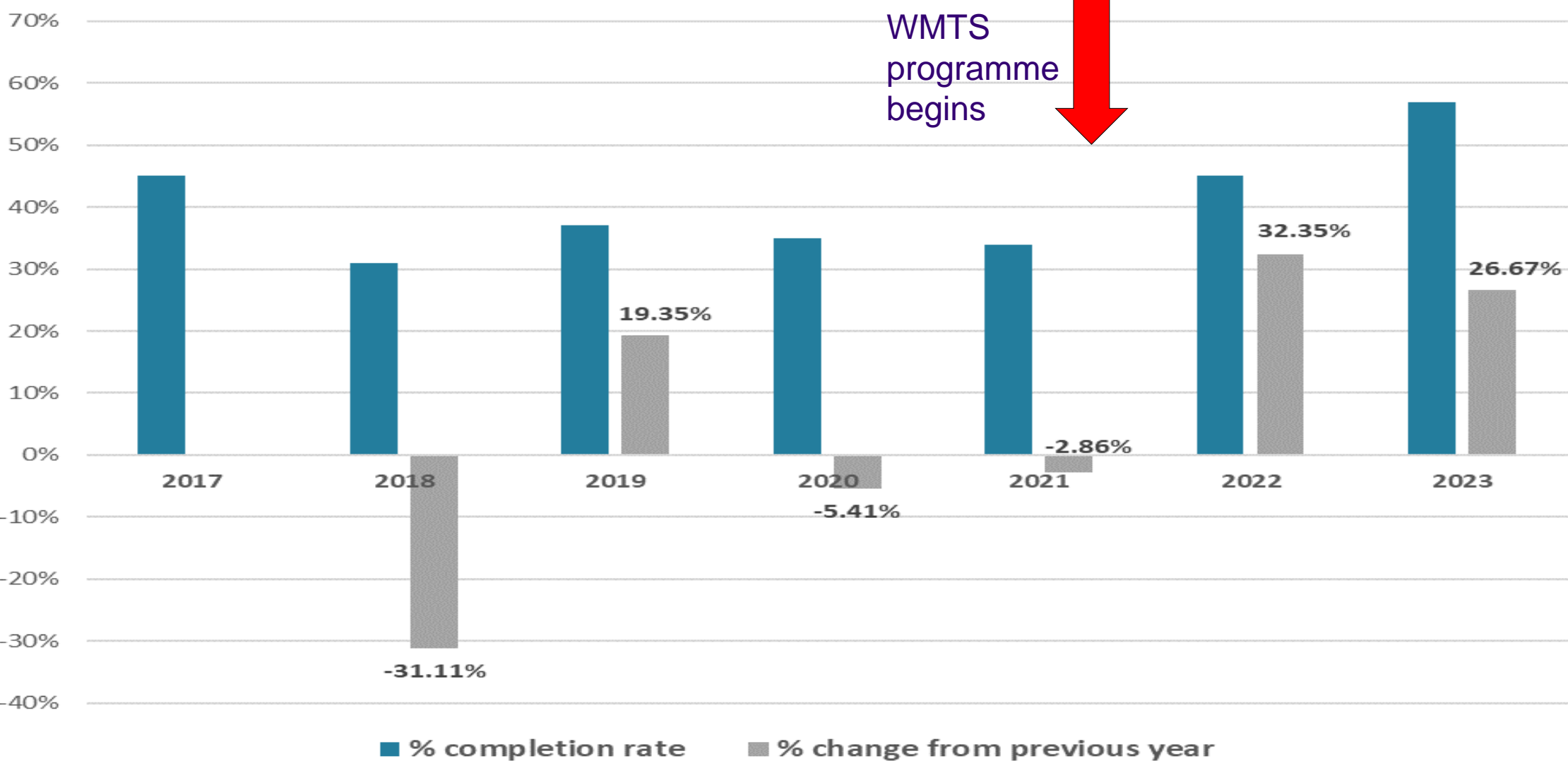
% staff who
report seeing
improvement

Staff
Satisfaction

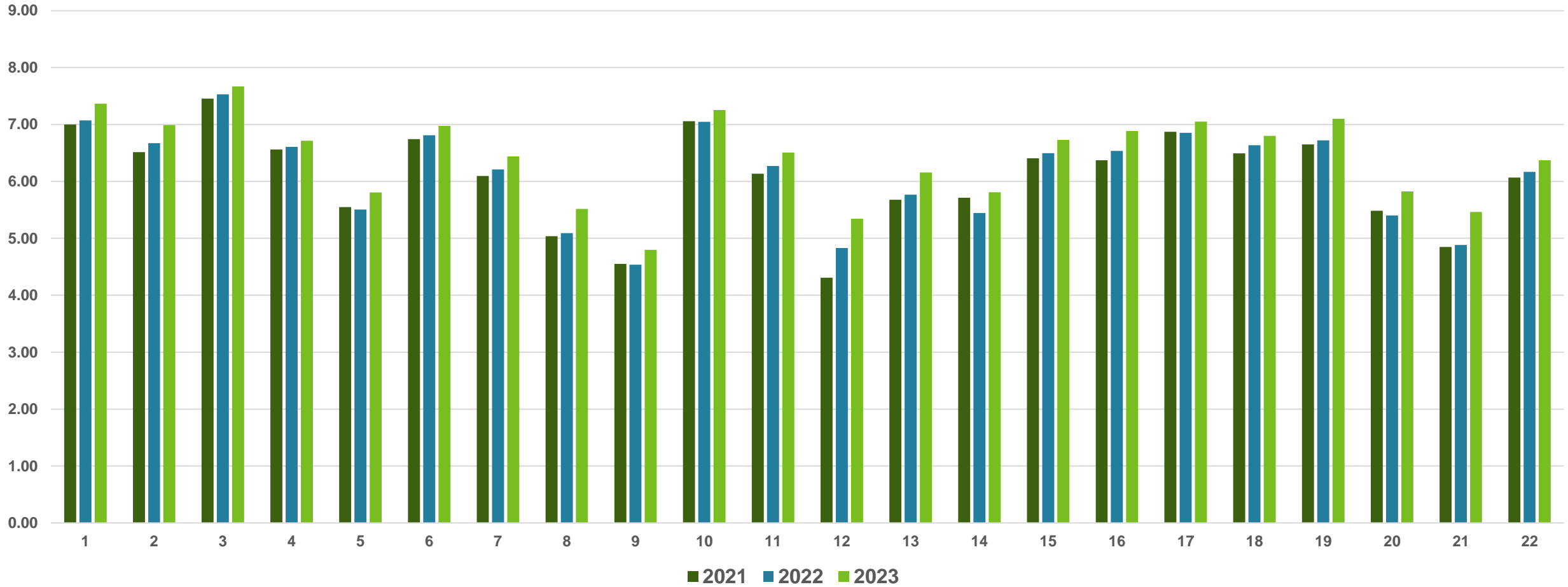
Workforce
metrics

Patient
Experience
Data

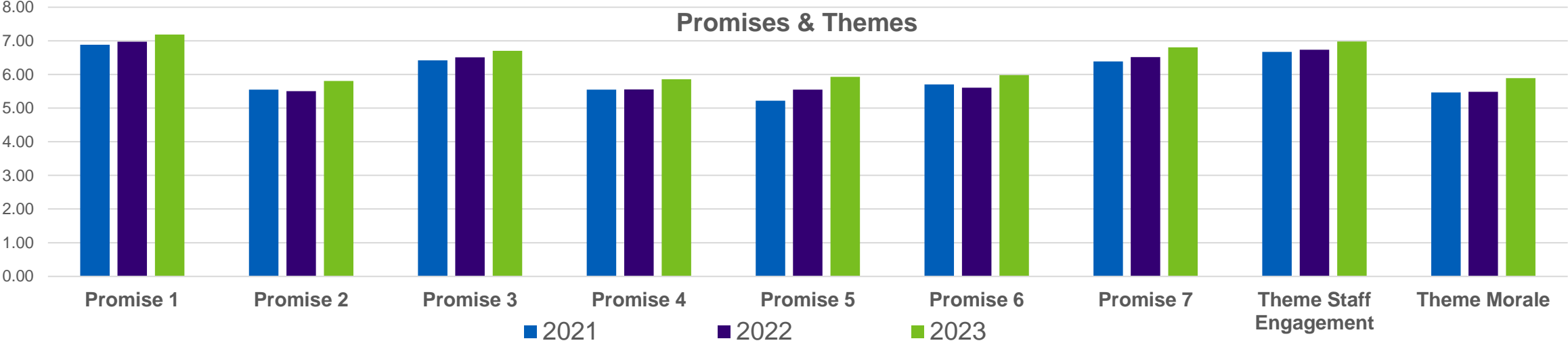
National Staff Survey % completion and % change (year on year)



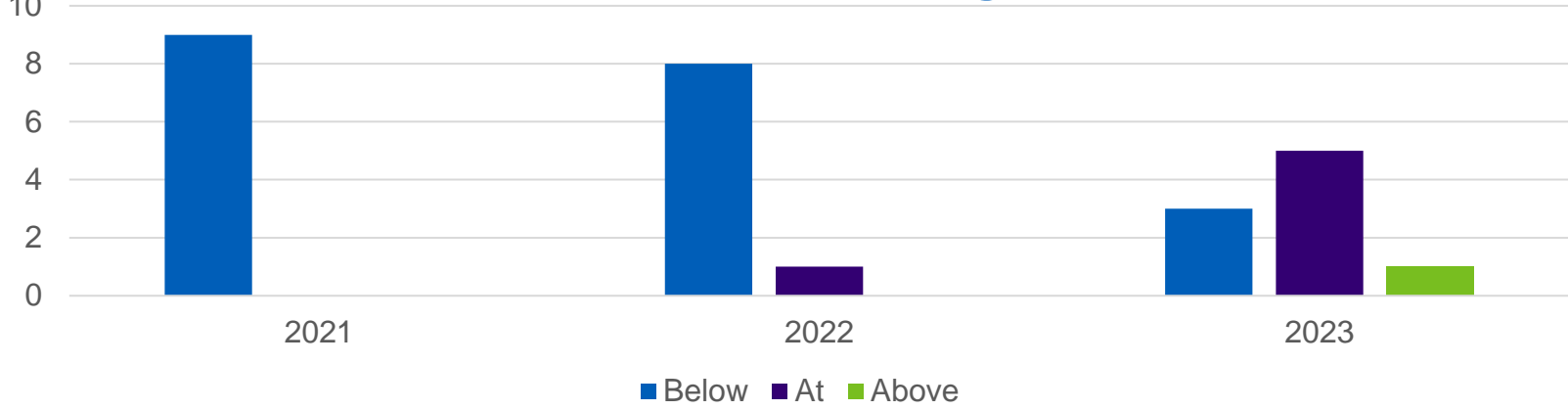
National Staff Survey 2021-2023 promises/themes



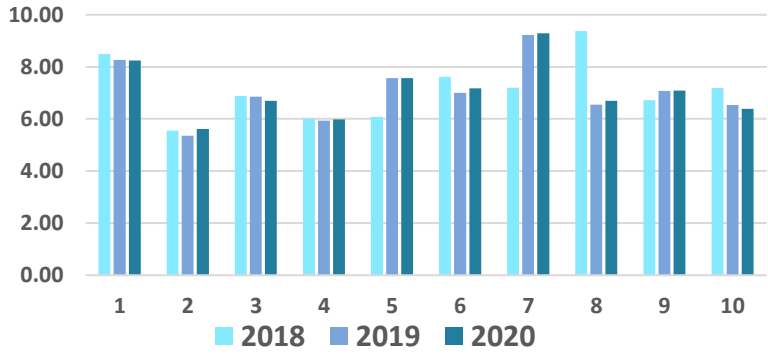
National Staff Survey 2021-2023 new Promises and Themes



Number of Promises / Themes in relation to National Average



National Staff Survey 2018-2020



Examples of outcome measurements





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Facilitated Session

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The Simulation



Experience what it is like to be a part of the programme.



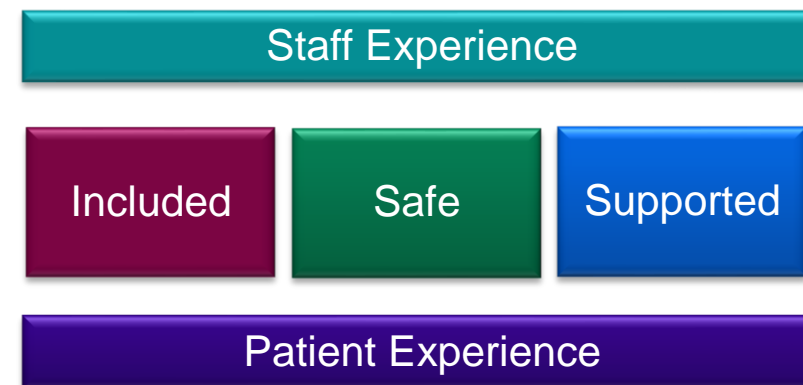
You will be given a scenario, and it will be up to you to start writing your ideas for the Improvement Plan for your area.



For each table there will be a focus on one area either '**Included**', '**Safe**' or '**Supported**'.



On your table you will find: Flipchart paper, post-it notes, pens and quantitative and qualitative data.



Your scenario

Staff Experience

Included

Safe

Supported

Patient Experience

You work in a busy Emergency Department

Your department has been taking part in the 'What Matters To Staff' programme

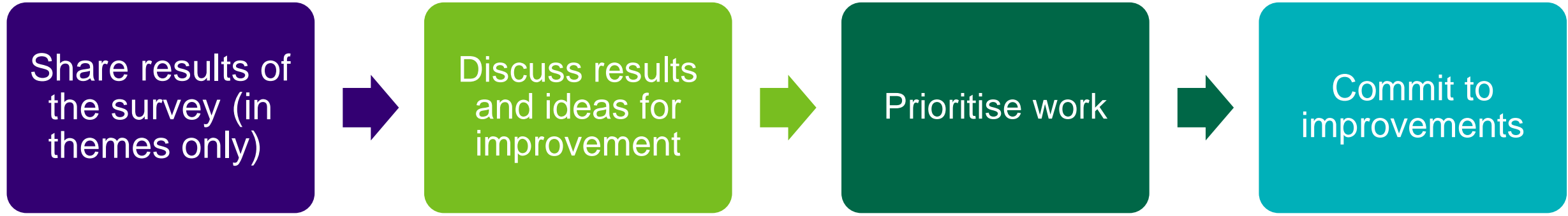
You are now at step 6, the team feedback workshop



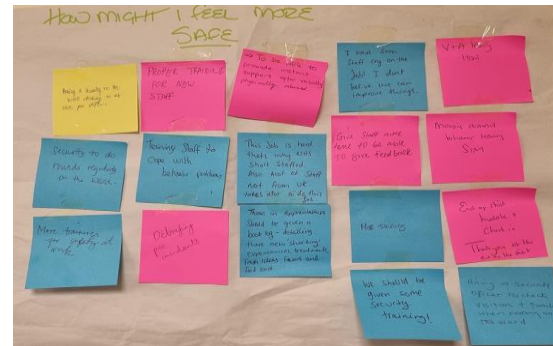
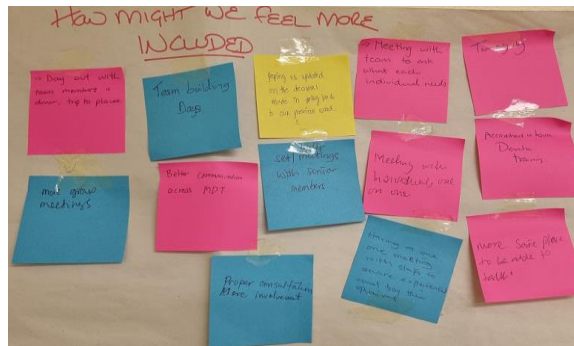
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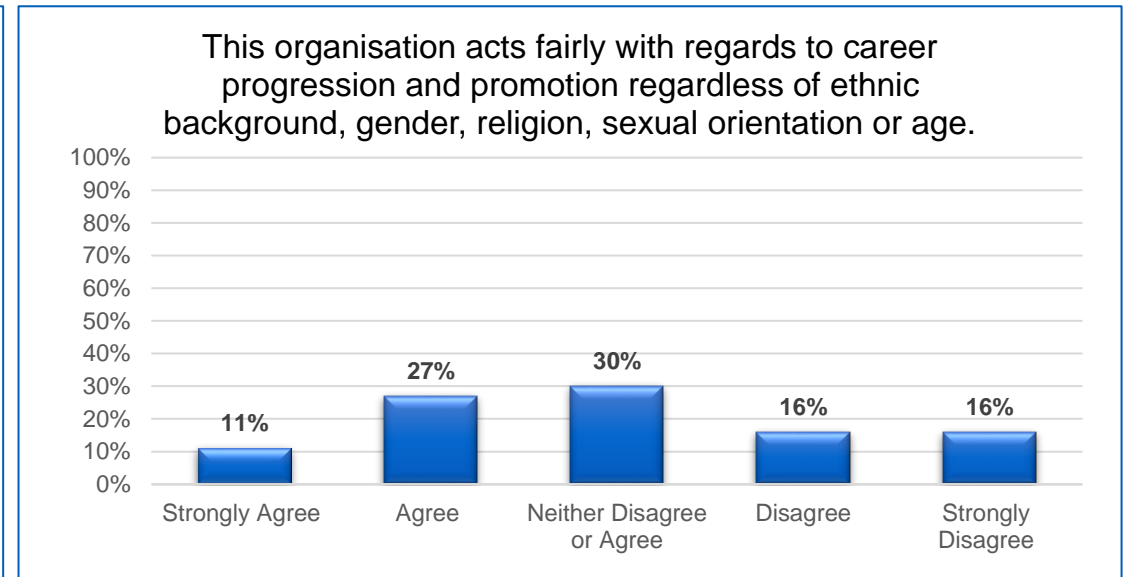
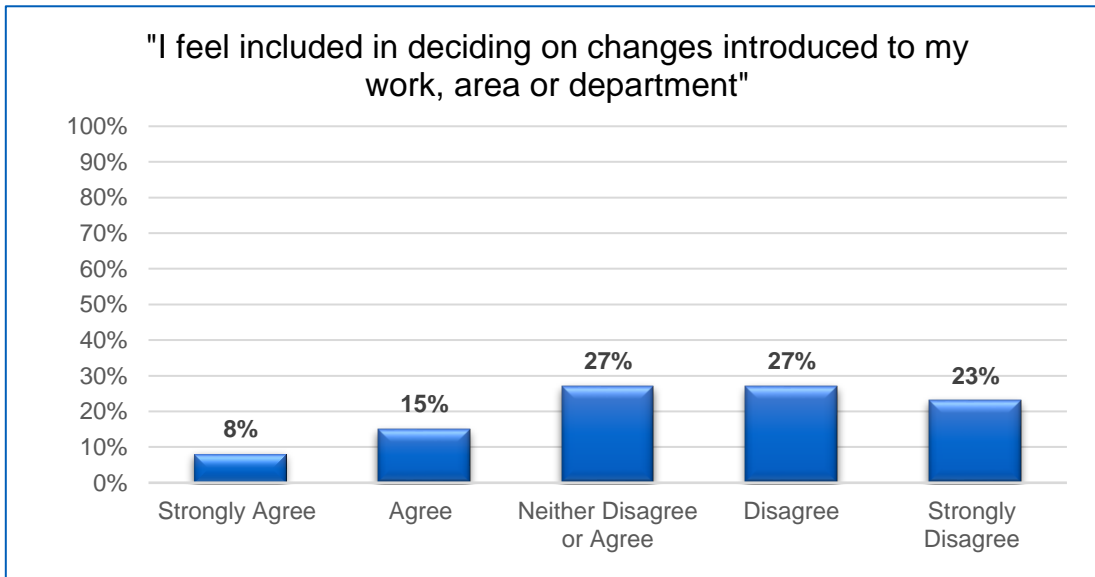
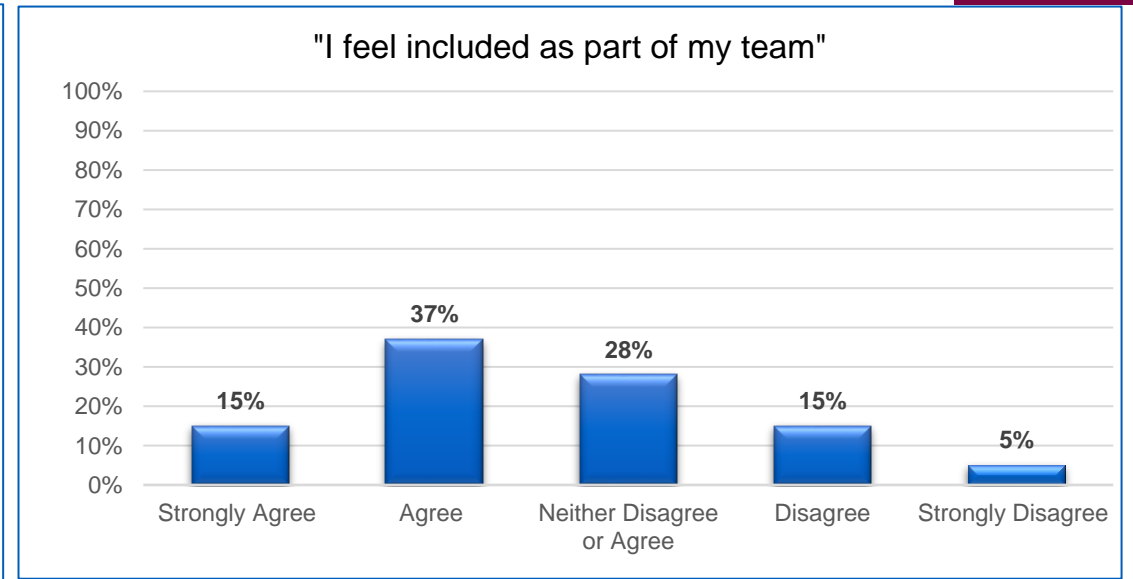
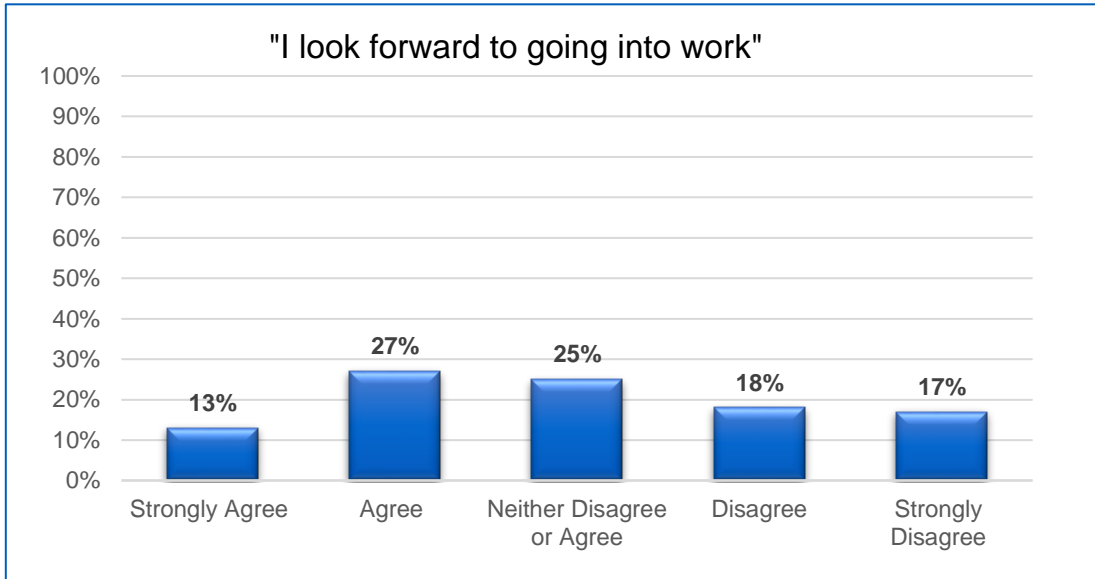
Step 6. Whole Team Workshop



Leaders present to listen and demonstrate their support



Included - Survey Responses



How could you feel more included?

Being listened to during work allocation

Being included in decision-making

Being kept more up to date with changes

More involvement for junior staff in discussions

Better team working

Better welcome for new starters

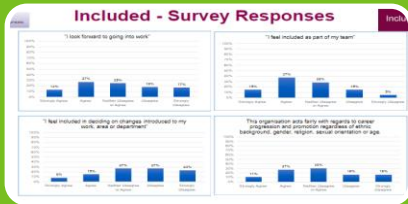
Regular staff meetings for MDT

Tabletop Exercise



Your Scenario

- You are a member of staff within an Emergency Department
- You are at the WMTS team feedback workshop



Your Aim

- Using the data on your tables, write specific ideas for the improvement plan for the department



Your Task

- One idea per post-it note
- Come up with 5 **specific** ideas for improvement



You have 5 minutes.





WMTStaff Improvement Plan (created XX/XX/XXXX)

	Issues, Concerns, Themes	Key Actions	Person Responsible	Date actioned / Comments / Impact /	Achieved / Rollover Actions Achieved Work Ongoing Needing escalation No longer applicable
Survey #1 - DATE	Included Communication / Meetings	<ol style="list-style-type: none"> 1) Consistent monthly face to face team meetings for each team. 2) Time for introductions / ice breaker and welcome for any new starters at start of meeting. 3) The minutes from the team meeting to be distributed via email to the team and a hard copy to be placed in the staff room. 4) Opportunities for all members of staff regardless of level of seniority to attend leadership meetings. Expression of interest to be filed through line manager. 	<ol style="list-style-type: none"> 1) Team Leads 2) Team Leads 3) Service Manager, Team Leads & whole team 4) Team Leads 		
	Safe Violence & Aggression	<ol style="list-style-type: none"> 1) Invite Site Security Manager to attend team meetings every month to give update on projects taking place around violence and aggression within the Emergency department. 2) Staff to complete Incident Reports for every incident of violence, aggression or abuse. If a lack of time to complete reports, staff to email allocated person to keep a record and 2 hours each week of protected time to complete incident reports. 3) Review of training offered and uptake across department for all staff (clinical & non-clinical) around conflict resolution and breakaway training. 	<ol style="list-style-type: none"> 1) Service Manager, Team Leads and Security Manager 2) Team Leads & whole team 3) Service Manager & Team Leads 		
	Supported Learning & Career Development	<ol style="list-style-type: none"> 1) Induction pack for new starters to be implemented across the department. 2) Existing training offers within Trust for each level of staff to be advertised via email and hard copy in staff room. 3) Transparent and consistent process for training applications across the teams – apply via line manager, application will be evaluated against financial constraints and clinical needs, expect a full response explaining the rationale for accepting/declining application. 	<ol style="list-style-type: none"> 1) Service Manager & Team Leads 2) Service Manager & Team Leads 3) Team Leads 		



Exec Story

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What are we doing as a result of the Programme? Royal Free

Recognition and Reward Group

Violence and Aggression steering Group

Moving nursing staff to fill gaps

Monday Messages

Refreshing Speaking Up / Mental Health work

Staff rest spaces

Team Building Activities

Hot food at night

Supporting business cases

'Meet the Execs' for all new starters

The NHS logo, consisting of the letters 'NHS' in a bold, white, sans-serif font, positioned in the upper right corner of the image.

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THE ROYAL FREE



Feedback

What Matters to Staff Session
Feedback



Reflections

Could you see this being a useful exercise / tool within your place of work?

What are your takeaways from the session?